

A.I.D. EVALUATION SUMMARY PART I

(BEFORE FILLING OUT THIS FORM, READ THE ATTACHED INSTRUCTIONS)

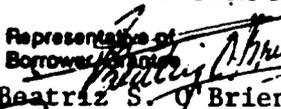
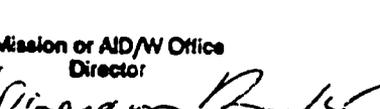
#52-68163

A. REPORTING A.I.D. UNIT: <u>USAID/Bolivia DP</u> (Mission or AID/W Office) (ES#)	B. WAS EVALUATION SCHEDULED IN CURRENT FY ANNUAL EVALUATION PLAN? yes <input type="checkbox"/> slipped <input checked="" type="checkbox"/> ad hoc <input type="checkbox"/> Eval. Plan Submission Date: FY <u>89</u> <u>03</u>	C. EVALUATION TIMING Interim <input checked="" type="checkbox"/> final <input type="checkbox"/> ex post <input type="checkbox"/> other <input type="checkbox"/> <u>PD-ARB-735</u>			
D. ACTIVITY OR ACTIVITIES EVALUATED (List the following information for project(s) or program(s) evaluated; if not applicable, list title and date of the evaluation report)					
Project #	Project/Program Title (or title & date of evaluation report)	First PROAG or equivalent (FY)	Most recent PACD (mo/yr)	Planned LOP Cost ('000)	Amount Obligated to Date ('000)
511-0584	Training for Development	1985	6/91-	2,500	2,500

E. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR	Name of officer responsible for Action	Date Action to be Completed
Action(s) Required		
A) The fields of study that the project will address are economics, business administration/finance and public administration. Training is to address needs of professionals not currently related to other AID/B projects. The proposal to include fields other than those mentioned in (A) for training was not accepted.		Beginning FY-1991
B) Guidelines will be developed and applied for the implementation of the short term training component.	DP	FY 1991
C) The project will take particular attention so as to have all participants of the long term component obtain the "leave of absence" decree prior to their departure.	DP	6/90
	DP	Immediate
(continued....)		
	(Attach extra sheet if necessary)	

F. DATE OF MISSION OR AID/W OFFICE REVIEW OF EVALUATION: mo ___ day ___ yr ___

G. APPROVALS OF EVALUATION SUMMARY AND ACTION DECISIONS:

Project/Program Officer Signature:  Typed Name: Lance T. Downing Date: _____	Representative of Borrower/Agency Signature:  Typed Name: Beatriz S. O'Brien Title: Training Officer Date: _____	Evaluation Officer Signature:  Typed Name: Stephen Smith Title: Acting Chief DP Date: <u>8/16/90</u>	Mission or AID/W Office Director Signature:  Typed Name: G. Reginald van Raalte Date: <u>7/30/90</u>
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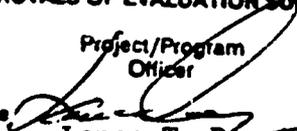
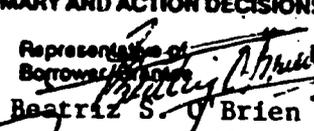
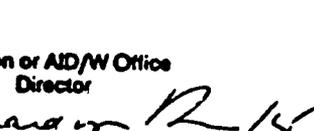
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B) Guidelines will be developed and applied for the implementation of the short term training component.	DP	6/90
C) The project will take particular attention so as to have all participants of the long term component obtain the "leave of absence" decree prior to their departure.	DP	Immediate
(continued....)		
	(Attach extra sheet if necessary)	

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G. APPROVALS OF EVALUATION SUMMARY AND ACTION DECISIONS:

Project/Program Officer Signature:  Typed Name: Lance T. Downing Date: _____	Representative of Borrower/Grantee Signature:  Typed Name: Beatriz S. O'Brien Training Officer Date: _____	Evaluation Officer Signature:  Typed Name: Stephen Smith Acting Chief DP Date: <u>8/16/90</u>	Mission or AID/W Office Director Signature:  Typed Name: G. Reginald van Raalte Date: <u>7/30/90</u>
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<p>D) Guidelines for in-country ELT will be developed and applied according to the recommendations made by the evaluation review committee.</p>	DP	6/90
<p>Guidelines will be developed to determine when candidates whose income levels permit will be requested to pay for part of the training costs.</p>	DP	6/90
<p>Scholarships will be granted based on merits only, not on sex, no quotas were assigned for male-female distribution. However, women recruitment will be emphasized.</p>	DP	Immediate
<p>Concerning the geographic distribution of training opportunities, it was decided that the project be announced at local and national levels reaching most regions of the Bolivian territory.</p>	DP	Immediate
<p>E) The DAP component will not be re-introduced. The in-country seminars will be re-introduced on an ad-hoc basis to respond to possible exceptionally attractive opportunities.</p>	DP	6/90
<p>F) Cost containment guidelines will be applied for the long and short term training components. Funding will be budgetted for all activities, in advance, with an estimated ratio of 80% of funding for long term training and 20% for short term.</p>	DP	Immediate
<p>G) A visit of the Project manager to the U.S contractors will be scheduled for this year.</p>	DP	To be determined
<p>H) The project is collecting data as required, the PTMS is being used for this purpose, minutes of meetings for the selection of participants will be kept on each participant's file. Returning participants will be required to fill out debriefing reports upon their return.</p>	DP	Immediate
<p>Other: 1) The project will not necessarily focus its attention on training university professors; 2) Selection Committee composition was re-examined; 3) Third-country training of exceptional non-English speaking candidates will be implemented.</p>		

H. EVALUATION ABSTRACT (do not exceed the space provided)

The purpose of the project is to expand Bolivia's human resource base by increasing the number of U.S. trained individuals who occupy policy levels and leadership positions in the private sector, the government, the labor movement and in rural Bolivia. Long and short-term training is provided in the U.S. and in third countries to meet this purpose. The evaluation was done in anticipation of a project amendment to add resources and extend the PACD. The major findings and conclusions are:

1. The Project should be continued, but improved guidelines related to English Language requirements, income levels of participants and cost containment should be developed.
2. Procedures for implementing the short-term training component of the Project should be improved.
3. An assumption dealing with continuity of employment in the public sector should be added.
4. Training should be provided in Project Management and a Management Information System should be introduced.

The evaluator noted the following "Lessons":

1. Participant training can be used to influence economic policy and strengthen the private sector; guidelines are such that only highly qualified, with leadership potential candidates are selected and,
2. There is continuity of their employment; consistent guidelines must be applied concerning cost containment, fields of study and candidate selection.
3. Special care must be given to the continuity of public sector employment or else the project purpose will not be attained.

I. EVALUATION COSTS

1. Evaluation Team Name	Affiliation	Contract Number OR TDY Person Days	Contract Cost OR TDY Cost (US\$)	Source of Funds
Allan Broehl	Academy for Educational Development (Juarez & Associates)	LAC-0032-C-00- 9036-00	10,091	Project 511-0584

2. Mission/Office Professional Staff Person-Days (estimate) _____

3. Borrower/Grantee Professional Staff Person-Days (estimate) _____

- 4'

A.I.D. EVALUATION SUMMARY PART II

J. SUMMARY OF EVALUATION FINDINGS, CONCLUSIONS AND RECOMMENDATIONS (Try not to exceed the 3 pages provided)

Address the following items:

- Purpose of activity(ies) evaluated
- Purpose of evaluation and Methodology used
- Findings and conclusions (relate to questions)
- Principal recommendations
- Lessons learned

Mission or Office: _____

Date this summary prepared: _____

Title and Date of Full Evaluation Report: _____

EVALUATION FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

The purpose of the evaluation was to determine if the Project continues to be relevant to the present development needs of Bolivia and what modifications or improvements should be made in the Project design or implementation if the Project is to be continued. A Project amendment has been programmed for later this year.

The methodology used was to: (1) review files on project implementation and on each of the long and short-term participants, (2) meetings with organizations which have sponsored participants, (3) meetings with Embassy and USAID offices familiar with Bolivian economic development requirements, (4) Meetings with a sample of returned participants, (5) Meetings with USAID Training Office staff who participated in Project implementation, (6) Meetings with individuals and USAID Technical Offices which have recommended candidates for training under the Project, (7) Meetings with U.S. contractors, and (8) Meetings with persons responsible for programs which were in the original Project design. Notes on all file reviews and meetings have been left with the Mission Training Office.

The Project purpose is to expand the country's human resource base by increasing the number of U.S.-trained individuals who occupy policy level and leadership positions in the private sector, the government, the labor movement and in rural Bolivia. The questions to be answered by the evaluation are:

- A. Is Project performance demonstrating that long and short-term training can lead to policy formulation and private sector expansion?
- B. Do the participants meet the selection criteria and are these criteria identifying individuals who contribute to the Project purpose?
- C. Has the Project met its original training targets and have Project modifications affected the attainment of the Project purpose?
- D. Has the Project met original cost targets and have Handbook 10 cost containment guidelines been observed?
- E. Have USAID/Bolivia and the Project Contractors managed the Project adequately to meet Project outputs on a timely and efficient basis?

Findings and Conclusions:

- A. The Project continues to be required to meet USAID objectives in Bolivia and the Project purpose remains valid. The organizations and the fields of study also continue to be valid although two additions are suggested: (1) universities, and (2) selected agricultural fields of studies.

B. Guidelines for implementing the Short-term Training Component must be made more precise so that training is more relevant to the attainment of the Project purpose.

C. Project assumptions proved to be valid and relevant. The assumption related to Eastern Bloc training, however, should be investigated before it is included in the Project amendment. Also, an additional assumption is suggested: That public sector employment of returned participants is sufficiently stable to allow them to utilize and apply the skills they have acquired during training.

D. Improved guidelines must be established for: (1) Participants who require in-country English Language Training prior to departing for the U.S. (2) Private Sector sponsoring agencies' responsibilities for salary payments to participants during training, (3) Candidates whose income levels permit them to contribute to covering part of their training costs, and (4) Attainment of a more equitable geographic and male/female distribution of training opportunities.

E. The Democratic Awareness and the Seminars Components which were discontinued should be looked at once again to see if they are relevant to meeting the Project purpose.

F. Cost containment guidance should be made more specific and applied more consistently for long-term participants while short-term training should be reviewed more carefully to eliminate those candidates who do not make significant contributions to meeting the Project objectives.

G. Training and more exposure to U.S. contractors and U.S. long and short-term training opportunities should be made available to the Project Manager to introduce more efficient, cost effective management practices.

H. A Project Management Information System should be introduced and Project files should be reviewed. Minutes of Selection Committee Meetings resulting in candidate selection should be placed in each participant's file. Returned participants should complete training evaluations and these too should be placed in the files.

Principal Recommendations:

A. The Project should be continued with the same Project purpose and Project amendment activities should be initiated as soon as possible. These include:

1. An investigation of how the Project could most effectively be applied to universities.
2. Consideration of which fields of agricultural studies will contribute directly to the attainment of the Project purpose.
3. Development of guidelines for providing in-country English Language and other training for those candidates not qualified to leave immediately for the U.S.
4. Development of more realistic guidelines on how to deal with private sector firms which cannot provide 100% salary payments to participants during training.
5. Improved guidelines for affluent candidates who can contribute to paying for part of their training costs.
6. Development of guidelines to attain a more equitable distribution of training among geographic areas and for women.
7. Completion of a short study concerning the Democratic Awareness Component to determine if it merits reinstatement in the Project or in another USAID/Bolivia activity.
8. Investigation of the merits of reinstating the Seminars Component of the Project.
9. Development of effective cost containment guidelines which will not affect the quality of long-term training.

B. Procedures for implementing the Short-term Training Component of the Project should be developed which include:

1. Guidelines for the selection of outstanding targets of opportunity which contribute directly to the attainment of the Project purpose and offer immediate returns.

2. Establishment of an effective Oversight Selection Committee to assure that all candidates meet the selection guidelines.

3. Early allocation of short-term training resources to eliminate the enticement of a readily available, open source of training funds.

4. Development of close working relationships between the Training Office and the Mission Technical Offices to encourage them to develop adequate project specific training programs to meet their needs.

C. An additional assumption should be added to the Project logframe -- That public sector employment of returned participants is sufficiently stable to allow them to utilize and apply the skills they have acquired in training.

1. Candidates from the public sector must be carefully evaluated to determine their ability to withstand the frequent changes that occur in the public sector.

2. Leverage should be applied on the public sector using Mission project and other assistance to assure the continued employment of participants upon their return.

3. The current assumption related to Eastern Bloc training activities should be reviewed to determine if it is relevant for inclusion in the Project amendment.

D. Adequate opportunities should be provided for the Project Manager to fully understand A.I.D. training requirements, to meet personally with the U.S. contractors and to investigate U.S. long and short-term training opportunities.

1. Visits should be made to A.I.D.'s Office of International Training (OIT) and the LAC Bureau's Human Resource Office (LAC/DR/HRD).

2. Visits should be made to the new U.S. Contractors once the competitive process is completed.

3. Visits should be made to a representative group of U.S. English Language Training facilities and long and short-term training programs so the Project Manager is able to provide better information to participants prior to their departure from Bolivia.

ATTACHMENTS

K. Attachments (List attachments submitted with this Evaluation Summary; always attach copy of full evaluation report, even if one was submitted earlier; attach studies, surveys, etc., from "on-going" evaluation, if relevant to the evaluation report.)

COMMENTS

L. Comments By Mission, AID/W Office and Borrower/Grantee On Full Report

Based on a formal review of the evaluation on May 4, 1990, the following decisions were made:

1. Fields of study:

The project will concentrate on four fields: economics, business administration, finance, and public administration. Training in other technical fields will be included as component in all future projects of the mission.

2. English language training:

The following minimum requirements were established: a) a score of 470 on TOEFL to be admitted to the program for three months of in-country language training. b) A subsequent score of 500 on TOEFL and comparable scores on GMAT or GRE to be admitted to the program and to participate in a three month ELT program in the U.S. when needed by the applicant.

3. Male/female and geographic distribution of trainees: a) No quotas will be established for male/female distribution of program candidates.

Participation will be based solely on merit although recruitment of women will be emphasized. b) Equitable geographic distribution (outside of the areas of La Paz, Cochabamba and Santa Cruz) will be sought through announcements in as many national and local newspapers as possible.

4. Income level of applicants:

A means test will be included in the project paper for the amended project to determine how much applicants can contribute to the costs of their training.

5. Third-country training for non-English speakers:

The program will sponsor a maximum of two qualified candidates per year who are unable to learn English for masters programs in Spanish-speaking countries.

6. Number of participants to be funded under the project:

Approximately 80% of the funds will go towards LT masters-level training (10-12 participants/yr) and 20% to ST training (20 participants/yr).

7. Selection Committee composition for the masters Program:

One Representative from each of the following:
The Embassy (assigned by the DCM), USIS, USAID,
USAID/PD&I, USAID/DP Chief, USAID/Training Officer, and
USAID/Training for Development Coordinator.

E. A Management Information System should be introduced to the Project's management and safeguards should be initiated to document candidate selection procedures and participants' evaluations of training experiences.

1. A Management Information System such as the PTMS should be applied to the management of the Project.
2. All Project files should be centralized to assure they are complete and that they can be located easily.
3. Selection Committee Meeting Minutes should be included in each participant's file.
4. Participants should be given evaluation forms upon their return to Bolivia related to their U.S. training. These forms should be kept in their files.

Lessons Learned:

A. Long and short-term participant training can be used to influence the development of macro-economic policy and the strengthening of the private sector when: (1) outstanding participants are identified who are present or potential decision-makers, (2) the public and private sector positions of participants have sufficient stability to allow them to apply their newly acquired skills, and (3) well established guidelines limit the Project to only those who can truly contribute to meeting the Project purpose.

B. Clear guidelines must be developed and consistently applied from the beginning of the project related to candidate selection, cost containment and fields of study. Otherwise, candidates will try to guide the Project to meet their other interests and outside pressures will develop from U.S. and host country institutions to favor candidates who do not meet project objectives. This will be particularly true for short-term training.

C. Care must be taken from the very beginning to assure the continuity of public sector employment of participants. During long-term training, others may try to enter the job vacancy left by the participant. Political or managerial changes may occur during training which affect the participant's ability to return to his/her job.